

The Senior Executive Service concept is a total executive personnel management one covering activities from recruitment, selection and placement, through performance appraisal, reassignment, rewarding and training to demotion, probation and separation. A mechanism to deal with this multifaceted process would need to provide policy and standards guidelines and enforcement, performance appraisal review, personnel action approval (or recommendations) (e.g., promotions, bonuses, demotions, separations, reassignments, selections, etc.).

One such approach is reflected on the following page:

PERFORMANCE REVIEW BOARDS (PRB)

- ° Each PRB shall review and evaluate the initial appraisal and rating by the senior executive's supervisor, the senior executive's written response, if any, and the written review of the initial appraisal by a higher-level executive, if such a review was made. In its consideration of a case, a PRB may obtain additional records, and statements, and may call witnesses. Each PRB shall consider equity and consistency among the ratings of executives as well as the accuracy, fairness and effectiveness of individual ratings.
- ° The performance review board process can have a continuing monitoring function designed to improve and strengthen the entire performance appraisal system. A PRB can review any aspect of the appraisal process including the critical elements and performance requirements set for a senior executive prior to the performance review board.
- ° A PRB shall make a written recommendation concerning an executive's appraisal and rating. Where the PRB does not concur with the initial appraisal or rating, or the record shows employee or reviewing official disagreement with the rating official's actions, the PRB recommendations shall be supported by a written justification. No appraisal or rating is final until the appointing authority takes final action.
- ° A PRB is also responsible for making recommendations to the appointing authority concerning individual awards to be granted to fully successful career appointees. This recommendation may be in the form of indices such as percentage of the awards pool rather than actual dollar amounts or percentages of individual base pay. (The 20% base pay limitation would apply when awards are actually calculated.)

EXECUTIVE RESOURCES BOARDS (ERB)

- ° Executive personnel planning, including determination of numbers of SES positions needed, development of executive staffing plans, determination of strength, forecasting of executive requirements, determination of executive development program objectives.
 - ° Staffing of executive positions, including conduct of the merit staffing process, control of selections, reassignments, and details.
 - ° Executive development, including control of selection of candidates for programs to develop executive qualifications, the planning and conduct of such programs and programs for the continuing development of senior executives, and evaluation of performance during developmental programs.
 - ° Position management, including proper use of SES and other positions, and redistribution of functions to maximize the effectiveness of agency executives.
 - ° Pay management, including advising on the most effective use of pay flexibility provided by the SES.
 - ° Evaluation of executive personnel management.
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- ° Incorporation of the agency's affirmative action policies into executive personnel plans and activities.

IXI
SENIOR EXECUTIVE COMMITTEE (SEC)

CHAIRMAN - DEPUTY DCI

MEMBERS: PERFORMANCE REVIEW BOARD CHAIRMAN
EXECUTIVE RESOURCES BOARD CHAIRMAN

EXECUTIVE RESOURCES BOARD

CHAIRMAN:

MEMBERS :

- Recommend to the SEC on:

- Position Planning
- Staffing and Utilization
- Executive Development
- Pay Administration

DEPUTY DIRECTORS

DAO DIVISION CHIEFS AND OTHER
OFFICE HEADS

PERFORMANCE REVIEW BOARD

CHAIRMAN:

MEMBERS : Senior Executives. . Rotating
3-year terms
Director of Personnel - Executive Secretary

- Recommend to the SEC on:

- Performance Awards
- Meritorious and Distinguished Executive Ranks
- Distribution of Award Pool
- Compensation
- Executives with less than successful performance ratings

EXECUTIVE POSITION MANAGERS

Deputy Directors

- Recommend to Performance Review Board on:

- Performance appraisals of executives who report to them
- Consistency of appraisals for all executives
- Executive recommended for performance awards and ranks
- Compensation for executives

SUPERVISING EXECUTIVE (Rating Official)

- Make Initial Performance Appraisal

SENIOR EXECUTIVE

- Participate in setting his/her
Objective